
Unit 3: Major and/or Complex Incident/Event Management



Unit 3: Major and/or Complex Incident/Event Management



Visual Description: Unit Introduction

Key Points

Note the following key points:

- Major or complex incidents and events often create special problems related to incident organization.
- Anticipating potential problems can allow incident managers to generate more options for organizing complex incident management.
- This unit describes alternative organizational models for managing complex incidents.



Unit Objectives

- List the principal factors often found in or related to major and/or complex incidents/events.
- List the four expansion options for incident/event organization and describe the conditions under which they would be applied.
- Demonstrate, through an exercise, how to apply the various options related to major or complex incident management.

Unit 3:
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Visual 3.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- List the principal factors often found in or related to major and/or complex incidents/events.
- List the four expansion options for incident/event organization and describe the conditions under which they would be applied.
- Demonstrate, through an exercise, how to apply the various options related to major or complex incident management.



Past Experiences

**What past experiences
have you had with major
or complex incident
management?**

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.3

Visual Description: What past experiences have you had with major or complex incident management?

Key Points



Jot down past experiences you have had with major or complex incident management.



What Are Major/Complex Incidents?

- Involve more than one agency and/or political jurisdiction.
- Involve complex management and communication issues.
- Require experienced, highly qualified supervisory personnel.
- Require numerous tactical and support resources.
- Involve multiple victims with injuries, fatalities, or illnesses.
- Include widespread damage to property/environment.
- Result in psychological threat/trauma.
- Span multiple operational periods (days, weeks).
- Are costly to control and mitigate.
- Require extensive recovery efforts.
- Draw national media interest.
- Are designated an Incident of National Significance.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.4

Visual Description: What Are Major/Complex Incidents?

Key Points

Major incidents are infrequent and represent less than 10 percent of the total incidents that occur each year. However, these incidents have the most significant management challenges.

The term “major or complex incident” may have different meanings to different agencies depending upon the size of the jurisdiction, number of resources available, and other variables. However, in the context of incident management, major incidents generally:

- Involve more than one agency and/or political jurisdiction.
- Involve complex management and communication issues.
- Require experienced, highly qualified supervisory personnel.
- Require numerous tactical and support resources.
- Involve multiple victims with injuries, fatalities, or illnesses.
- Include widespread damage to property/environment.
- Result in psychological threat/trauma.
- Span multiple operational periods (days, weeks).
- Are costly to control and mitigate.
- Require extensive recovery efforts.
- Draw national media interest.
- Are designated an Incident of National Significance.



Incidents of National Significance

- When State and local resources are overwhelmed and Federal resources are requested (including Stafford Act major disasters or emergencies and other catastrophic incidents).
- Situations when more than one Federal department or agency is involved in:
 - Credible terrorist threats.
 - Potential threats related to high-profile, large-scale planned events.
- Requests for Department of Homeland Security (DHS) assistance from a Federal department or agency responding under its own authorities.
- Presidential direction for DHS to assume responsibility for incident management.

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Visual 3.5

Visual Description: Incidents of National Significance

Key Points

The National Response Plan (NRP) bases the definition of Incidents of National Significance on situations related to the below four criteria set forth in Homeland Security Presidential Directive (HSPD)-5.

- The resources of State and local authorities are overwhelmed and Federal assistance has been requested by the appropriate State and local authorities.

Examples include:

- Major disasters or emergencies as defined under the Stafford Act; and
- Catastrophic incidents. A catastrophic incident is any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

For Incidents of National Significance that are Presidentially declared disasters or emergencies, Federal support to States is delivered in accordance with relevant provisions of the Stafford Act. Note that while all Presidentially declared disasters and emergencies under the Stafford Act are considered Incidents of National Significance, not all Incidents of National Significance necessarily result in disaster or emergency declarations under the Stafford Act.

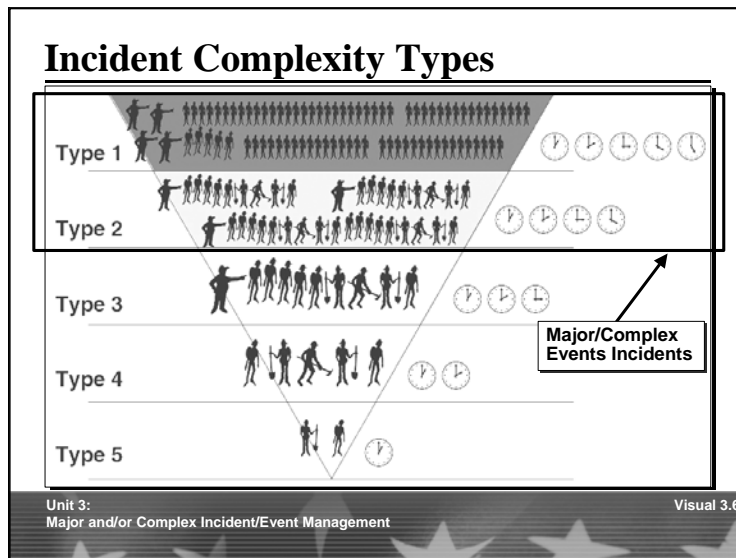
(Continued on next page.)

Incidents of National Significance (Continued)

- More than one Federal department or agency has become substantially involved in responding to an incident.

Examples include:

- Credible threats, indications, or warnings of imminent terrorist attack, or acts of terrorism directed domestically against the people, property, environment, or political or legal institutions of the United States or its territories or possessions; and
 - Threats or incidents related to high-profile, large-scale events that present high-probability targets such as National Special Security Events (NSSEs) and other special events as determined by the Secretary of Homeland Security, in coordination with other Federal departments and agencies.
 - A Federal department or agency acting under its own authority has requested the assistance of the Secretary of Homeland Security.
 - The Secretary of Homeland Security has been directed to assume responsibility for managing the domestic incident by the President.
-



Visual Description: Incident Complexity Types: Overview

Key Points

The illustration on the visual shows that incident typing is based on the number of resources and the time span (number of operational periods).

Another way of defining a “major incident” in terms of incident management is the typing of incidents as described in previous ICS courses. Major incidents will generally fall into the category of a Type 2 or Type 1 incident/event regardless of the size of the jurisdiction.

Refer to the Incident Types descriptions on the next page.

Topic

Incident Complexity Types

| | |
|---------------|--|
| Type 5 | <ul style="list-style-type: none"> ▪ The incident can be handled with one or two single resources with up to six personnel. ▪ Command and General Staff positions (other than the Incident Commander) are not activated. ▪ No written Incident Action Plan (IAP) is required. ▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ▪ Examples include a vehicle fire, an injured person, or a police traffic stop. |
| Type 4 | <ul style="list-style-type: none"> ▪ Command staff and general staff functions are activated only if needed. ▪ Several resources are required to mitigate the incident, including a Task Force or Strike Team. ▪ The incident is usually limited to one operational period in the control phase. ▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. ▪ No written IAP is required but a documented operational briefing will be completed for all incoming resources. ▪ The role of the agency administrator includes operational plans including objectives and priorities. |
| Type 3 | <ul style="list-style-type: none"> ▪ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ▪ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ▪ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ▪ The incident may extend into multiple operational periods. ▪ A written IAP may be required for each operational period. |
| Type 2 | <ul style="list-style-type: none"> ▪ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ▪ Most or all of the Command and General Staff positions are filled. ▪ A written IAP is required for each operational period. ▪ Many of the functional units are needed and staffed. ▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ▪ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority. |
| Type 1 | <ul style="list-style-type: none"> ▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ▪ All Command and General Staff positions are activated. ▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ▪ Branches need to be established. ▪ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. ▪ Use of resource advisors at the incident base is recommended. ▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. |

Source: U.S. Fire Administration



Complex Incidents



Smaller Incidents That Expand



Major Incidents

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Visual 3.7

Visual Description: Complex Incidents

Key Points

Incidents can become major in two ways:

- **Start smaller and become major incidents** - Smaller incidents, such as fires, or hazardous or materials spills, can become major as result of wind or surface conditions and also as a result of response time delays, poor initial management, and/or lack of resources or support.
- **Start as major incidents** - Earthquakes, hurricanes, floods, major aviation crashes, tanker spills, major hazardous materials situations, simultaneous civil disorders, terrorism, etc., can all produce major and/or complex incident management situations.

Major incidents:

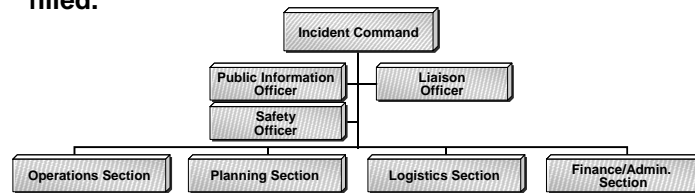
- Are often thought of as covering a large geographical area. For example, many acres burning, an entire area flooded, or several floors in a building.
- Also can be incidents with great complexity, such as with a weapon of mass destruction incident, requiring the application of a variety of tactics and resources to successfully bring the situation under control.

There is virtually no geographic location that is free from the potential of having a major or complex incident. Smaller jurisdictions can and do have major and complex incidents. Even though the smaller jurisdictions do not have extensive personnel and equipment resources, they can effectively use ICS. To do so requires adequate training and planning with adjacent jurisdictions and agencies to jointly develop the capability to effectively manage major incidents.



Characteristics: Organization (1 of 3)

All Command and General Staff positions are filled.



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Visual 3.8

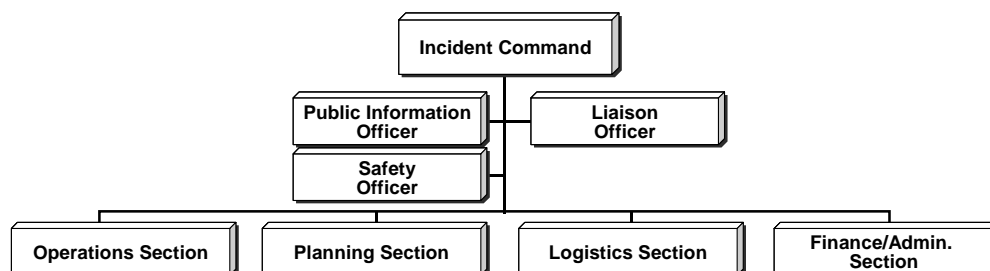
Visual Description: Command Staff with Incident Command, Public Information Officer, Safety Officer, Liaison Officer, Operations Section, Planning Section, Logistics Section, and Finance/Administration Section

Key Points

In a major or complex incident, all Command and General Staff positions are filled.

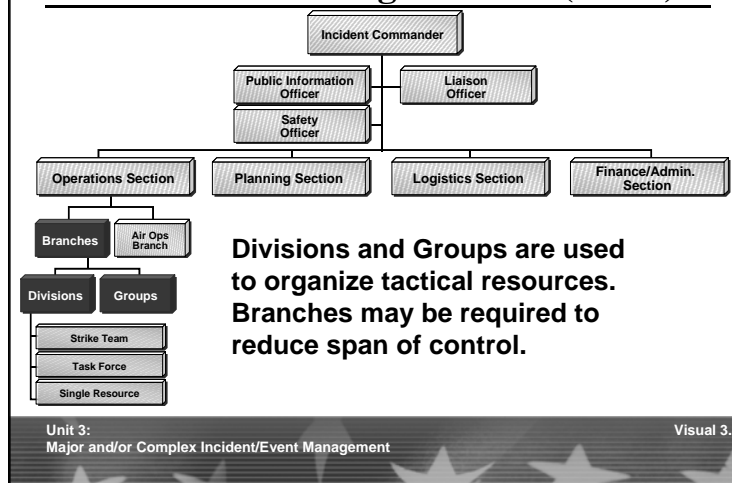
As illustrated below, remember that:

- The **Command Staff** consists of the Public Information Officer, Safety Officer, and Liaison Officer who report directly to the Incident Commander.
- The **General Staff** includes incident management personnel comprised of the Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.





Characteristics: Organization (2 of 3)



Visual Description: ICS organization with Branches, Divisions, and Groups highlighted

Key Points

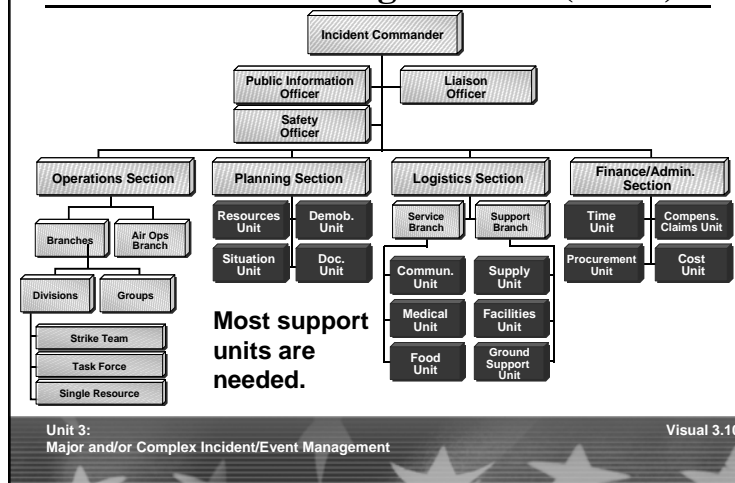
In a major/complex incident-based span of control, an Operations Section could have up to five Branches. Each Branch could have up to 5 Divisions/Groups. Each Division/Group could have up to five Task Forces or Strike Teams assigned. Finally, each Task Force or Strike Team may have up to five single resources. The actual number of personnel would be determined by the kinds of Task Forces and/or Strike Teams involved.

Note the following definitions:

- **Division.** That organizational level having responsibility for operations within a defined geographic area.
- **Group.** Groups are established to divide the incident into functional areas of operation.
- **Branch.** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations.
- **Task Force.** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
- **Strike Team.** Specified combinations of the same kind and type of resources, with common communications and a leader.
- **Single Resources.** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor, that can be used on an incident.



Characteristics: Organization (3 of 3)



Visual Description: ICS organization with units highlighted

Key Points

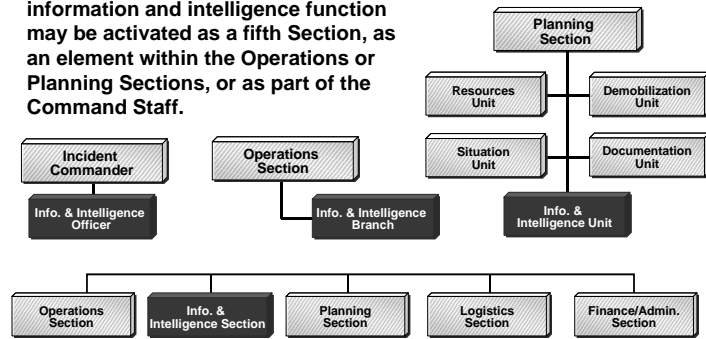
In a major/complex incident, most support units are needed.

Remember: A unit is an organizational element having functional responsibility for a specific incident planning, logistics, or finance activity.



Information and Intelligence

Based on the incident needs, the information and intelligence function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff.



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Visual 3.11

Visual Description: Information and Intelligence

Key Points

Note the following key points: (Note this text is from the NIMS document.)

- The analysis and sharing of information and intelligence are important elements of ICS.

In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources.

- Traditionally, information and intelligence functions are located in the Planning Section.

However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need to know" to ensure that they support decisionmaking.

- The information and intelligence function may be organized in one of the following ways:
 - **Within the Command Staff.** This option may be most appropriate in incidents with little need for tactical or classified intelligence, and in which incident-related intelligence is provided by supporting agency representatives through real-time reach-back capabilities.
 - **As a Unit Within the Planning Section.** This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.
 - **As a Branch Within the Operations Section.** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.
 - **As a Separate General Staff Section.** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.
- Regardless of how it is organized, the information and intelligence function also is responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Plan. These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

The information and intelligence function also is responsible for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer, particularly where such public awareness activities may affect information or operations security.



Characteristics: Resources & Planning

- Large number of tactical and support resources are needed to order, track, and manage.
- Multiple operational periods are required.
- Written Incident Action Plans are produced.
- Transfer of command is likely.



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Visual 3.12

Visual Description: Characteristics: Resources & Planning

Key Points

Often in a major/complex incident:

- A large number of tactical and support resources are needed to order, track, and manage.
- Multiple operational periods are required.
- Written IAPs are produced.
- A transfer of command is likely.



Factors for Determining Size & Structure

- Administrative and jurisdictional complexity
- Geographic area involved
- Functional specialties required
- Logistics, planning, and other support needs
- Potential for growth



Unit 3:
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Visual 3.13

Visual Description: Factors for Determining Size & Structure

Key Points

ICS allows considerable flexibility in organization to address the special needs of large and complex incidents.

The primary factors for determining the size and structure of the organization include:

- The administrative and jurisdictional complexity.
- The geographical area involved.
- Consideration of the span of control.
- Functional specialties required.
- Incident logistical, planning, and other support needs.
- Potential for growth.



ICS Organizational Options

Combine Several Incidents Into an Incident Complex

Divide an Incident Into Two or More Single Incidents

Expand the Planning Capability

Add a Second Operations or Logistics Section

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Visual 3.14

Visual Description: ICS Organizational Options

Key Points

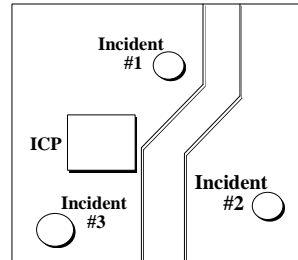
Note the following key points:

- While the standard ICS structure is adaptable to meet the needs of most major incidents, not all situations are alike. Other forms of ICS organization may be needed to meet extraordinary situations.
- The management principles that relate to ICS are important. However, it also is important that the system work effectively to meet the needs of the incident. On major/complex incidents, this may require tailoring the organization to meet the needs of the situation.
- Options for managing major/complex incidents include:
 - Combining Several Incidents Into an Incident Complex.
 - Dividing an Incident Into Two or More Single Incidents.
 - Expanding the Planning Capability.
 - Adding a Second Operations or Logistics Section.



Incident Complex Definition

An Incident Complex is two or more individual incidents located in the same general proximity that are assigned to a single Incident Commander or Unified Command to facilitate management.



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Visual 3.15

Visual Description: Incident Complex Definition

Key Points

Note the following key points:

- An Incident Complex is two or more individual incidents located in the same general proximity that are assigned to a single Incident Commander or Unified Command to facilitate.
- When several incidents are organized into an Incident Complex, the general guideline is that the individual incidents become Branches within the Operations Section of the Incident Complex structure.



Incident Complex: When Used

An Incident Complex may be formed when:

- There are many separate incidents occurring close together.
- One incident is underway and other, smaller incidents occur in the same proximity.



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Visual 3.16

Visual Description: Incident Complex: When Used

Key Points

An Incident Complex may be formed when:

- There are many separate incidents occurring close together.
- One incident is underway and other, smaller incidents occur in the same proximity.



Discussion Question

What are some examples of when it might be advantageous to establish an Incident Complex?

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Visual 3.17

Visual Description: What are some examples of when it might be advantageous to establish an Incident Complex?

Key Points

Answer the following question:



What are some examples of when it might be advantageous to establish an Incident Complex?



Incident Complex: Considerations

- Incidents must be close enough to be managed by the same incident management team.
- Some staff and/or logistics economies may be achieved by using one management team.
- Consolidation is required to conserve staff and reduce costs.
- Planning, Logistics, and Finance/Administration activities can be adequately provided by a single management team.

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Visual 3.18

Visual Description: Incident Complex: Considerations

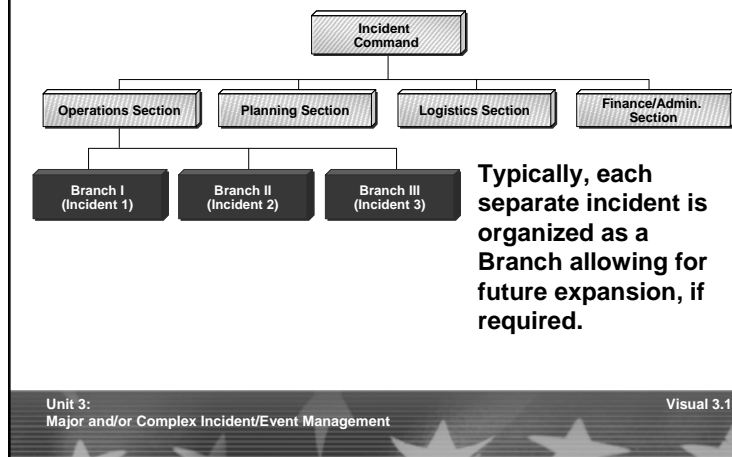
Key Points

Considerations for the use of an Incident Complex include:

- The incidents must be close enough to each other to be managed by the same incident management team.
- Some staff and/or logistics support economies could be achieved through a combined management approach.
- The number of overall incidents within the agency or jurisdiction requires consolidations wherever possible to conserve staff and reduce costs.
- Planning, Logistics, and Finance/Administration activities can be adequately provided by a single management team.



Incident Complex: Structure



Visual Description: ICS organizational chart with three Branches

Key Points

Note the following key points:

- Typically, each separate incident is organized as a Branch allowing for future expansion, if required.
- As a general guideline, it is usually advisable to establish each of the separate incidents within an Incident Complex as a Branch.
- Using Branches:
 - Allows for more flexibility to establish Divisions or Groups if required later.
 - Also, because Divisions and Groups already may have been established at each of the incidents, the same basic structure can be maintained below the Branch level within the Incident Complex.



ICS Organizational Options

Combine Several Incidents Into an Incident Complex

Divide an Incident Into Two or More Single Incidents

Expand the Planning Capability

Add a Second Operations or Logistics Section

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Visual 3.20

Visual Description: ICS Organizational Options (With “Divide an Incident . . .” highlighted)

Key Points

Some incidents become so large that they can best be managed as separate incidents. The next section covers how to divide one large incident into smaller separate incidents.

Topic

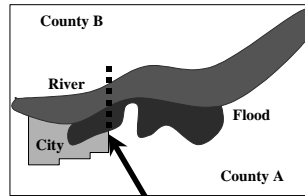
Dividing an Incident



Dividing a Single Incident (1 of 2)

A single incident may be divided when it:

- Spreads into other jurisdiction(s) and Unified Command is not feasible.
- Is difficult to manage from one location due to terrain and access.
- Has objectives that are naturally separating into two operations.



Divide into two incidents

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Visual 3.21

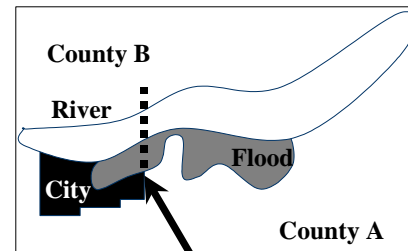
Visual Description: Dividing a Single Incident

Key Points

A single incident may be divided when it:

- **Spreads into other jurisdiction(s) and Unified Command is not feasible.**

For example, a flooding situation that continues to expand into low-lying areas downstream. Although Unified Command would still be the first choice, it is not always feasible.



Divide into two incidents

- **Is difficult to manage from one location due to terrain and access.**

For example, incidents such as earthquake and wildland fire where terrain and access affect operational or logistical mobility, and the ability to manage from one location.

- **Has objectives that are naturally separating into two operations.**

For example, a bio-terrorism incident that includes immediate public health objectives and longer-term investigation objectives. Again, Unified Command would still be the first choice.



Dividing a Single Incident (2 of 2)

Incidents may be divided when:

- The Planning and/or Logistics Section can no longer adequately provide support services.
- The Operations Section cannot manage the number of resources without exceeding span of control.



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Visual 3.22

Visual Description: Dividing a Single Incident

Key Points

In addition to the characteristics of the incident itself, management issues also may make it advisable to divide an incident.

Dividing an incident should be considered if two or more Sections are overtaxed due to the size of the incident.

The following examples provide situations when the Incident Commander (or Unified Command), in consultation with the jurisdictional agencies involved, could recommend that the incident be divided into two separate incidents:

- The Planning Section, even with additional resources, can no longer adequately provide planning services because of:
 - The size of the incident.
 - The varying objectives and strategies needed.
- The Logistics Section can no longer, or will soon not be able to, serve the widespread facilities and operations from a single incident base.
- The Operations Section cannot manage the number of resources required without exceeding span of control.



Dividing an Incident

- **Step 1:** Determine how best to divide the incident.
- **Step 2:** Assign Incident Commanders and the Command and General Staff for each incident.
- **Step 3:** Designate additional supporting organizational facilities, locations, etc.
- **Step 4:** Designate an appropriate time for establishing two separate incidents (each with a unique name).
- **Step 5:** Coordinate planning strategies and use of critical resources for at least the next operational period.
- **Step 6:** Consider the need for Area Command. (Area Command is covered in the next unit.)

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Visual 3.23

Visual Description: Dividing an Incident

Key Points

The steps used to divide an incident:

- **Step 1: Determine how best to divide the incident.**

This division could be done in several ways, depending upon:
 - Terrain and access considerations.
 - Locations of future resource and logistical support.
 - Jurisdictional/administrative boundaries.
 - Current Operations Section structure (Branches, Divisions, etc.).
- **Step 2: Assign Incident Commanders and Command and General Staff for each incident.**
- **Step 3: Designate additional supporting organizational facilities, location, etc.**
- **Step 4: Designate an appropriate time for establishing two separate incidents (each with a unique name).**
- **Step 5: Coordinate planning strategies and use of critical resources for at least the next operational period.**
- **Step 6: Consider the need for Area Command.** (Area Command is covered in the next unit.)



ICS Organizational Options

Combine Several Incidents Into an Incident Complex

Divide an Incident Into Two or More Single Incidents

Expand the Planning Capability

Add a Second Operations or Logistics Section

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Visual 3.24

Visual Description: ICS Organizational Options (With “Expand the Planning Capability” highlighted)

Key Points

Expanding the planning capability at an incident take several forms, including:

- Branch Tactical Planning.
- Separating advanced incident planning from the day-to-day planning process.

As discussed earlier, the addition of an Information and Intelligence function is another option for expanding planning capability on a complex event or incident.



Branch Tactical Planning: Description

Branch Tactical Planning means that:

- Detailed action plans are developed within the Operations Section at the Branch level.
- The Planning Section provides support.



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Visual 3.25

Visual Description: Branch Tactical Planning: Description

Key Points

Branch Tactical Planning means that the detailed action plans are developed within the Operations Section at the Branch level with the Planning Section providing support and coordination.



Branch Tactical Planning: Uses

Branch Tactical Planning is implemented when:

- **No one set of objectives is pertinent to the entire incident.**
- **Special technical expertise is needed for planning.**
- **It is not otherwise feasible to prepare and distribute the IAP.**

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Visual 3.26

Visual Description: Branch Tactical Planning: Uses

Key Points

Tactical planning at the Branch level may be when:

- The incident becomes so large that there is no single set of objectives that would logically pertain to the entire incident.
- Special technical expertise is needed for planning.
- It is not otherwise feasible to prepare and distribute the IAP within the required timeframe.



Branch Tactical Planning: Examples



- In a mass fatalities incident, the Medical Examiner/Morgue Operations Branch may be best suited to establish their own incident tactical plans.



- In a structural collapse, the Search and Rescue Branch typically will include its own planning component.

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Visual 3.27

Visual Description: Examples of Branch Tactical Planning

Key Points

The following examples provide situations in which Branch Tactical Planning may be implemented:

- In a mass fatalities incident, the Medical Examiner/Morgue Operations Branch may be best suited to establish their own incident tactical plans.
- In a structural collapse, the Search and Rescue Branch typically will include its own planning component.



Planning Section Role

When Branch Tactical Planning is used, the Planning Section provides:

- General incident objectives.
- Strategy for the Branch for the next operational period.
- Branch resource summary for the next operational period.
- Weather and safety information.
- Changes to logistical support.
- Personnel to support planning.

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Visual 3.28

Visual Description: Planning Section Role

Key Points

Note the following key points:

- When Branch Tactical Planning is used, the Planning Section provides:
 - General incident objectives.
 - Strategy for the Branch for the next operational period.
 - Branch resource summary for the next operational period.
 - Weather and safety information.
 - Changes to logistical support.
 - Personnel to support planning.

With this information, individual Branches can perform detailed action planning. The Planning Section would have to ensure that necessary inter-Branch coordination took place wherever necessary.

- Additional resource requirements over those authorized would have to be made known to the Operations Section Chief.
- A modification to this model could be accomplished by limiting Branch Tactical Planning to certain Branches (e.g., those with less complex situations). Other Branches would continue under a central planning structure. In either case, the Planning Section would provide each Branch doing Individual Branch Planning with the required support in terms of personnel and other support resources to get the planning accomplished.



Discussion Questions

Why is advanced planning critical during a complex incident?

What are the challenges to ensuring that advanced planning occurs?

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Visual 3.29

Visual Description: Why is advanced planning critical during a complex incident? What are the challenges to ensuring that advanced planning occurs?

Key Points

Answer the following questions:



Why is advanced planning critical during a complex incident?



What are the challenges to ensuring that advanced planning occurs?



Separate Advanced Incident Planning

To ensure that advanced planning occurs, the Planning Section Chief may:

- Assign a Deputy Planning Section Chief to manage advanced planning.
- Assign Technical Specialists to perform advanced planning.
- Establish a special unit within the Planning Section.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.30

Visual Description: Separate Advanced Incident Planning

Key Points

Note the following key points:

- One of the functions of the Planning Section is to assess all available information and to provide periodic predictions on incident potential. The Planning Section is also responsible for developing any contingency plans that may be required.
- To ensure that advanced planning occurs, the Planning Section Chief may:
 - Assign a Deputy Planning Section Chief to manage advanced planning.
 - Assign Technical Specialists to perform advanced planning.
 - Establish a special unit within the Planning Section.



Advanced Planning Considerations

Advanced planning should project ahead at least 36 to 72 hours, and consider:

- Overall goal and incident objectives.
- Adequacy of previous and present Incident Action Plans.
- Future resource availability.
- Strategy assessment and alternatives.
- Environmental factors.
- Organizational assessment and alternatives.
- Political and economic issues.
- Long-term recovery needs.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.31

Visual Description: Advanced Planning Considerations

Key Points

Note the following key points:

- Advanced planning should project ahead at least 36 to 72 hours, and consider:
 - Overall goal and incident objectives.
 - Adequacy of previous and present IAPs.
 - Future resource availability.
 - Strategy assessment and alternatives.
 - Environmental factors.
 - Organizational assessment and alternatives.
 - Political and economic issues.
 - Long-term recovery needs.
- The goal of this advanced planning effort is to provide the Planning Section Chief and the Incident Commander or Unified Command with a range of alternatives related to management of the incident beyond the next Operational Period.



ICS Organizational Options

Combine Several Incidents Into an Incident Complex

Divide an Incident Into Two or More Single Incidents

Expand the Planning Capability

Add a Second Operations or Logistics Section

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.32

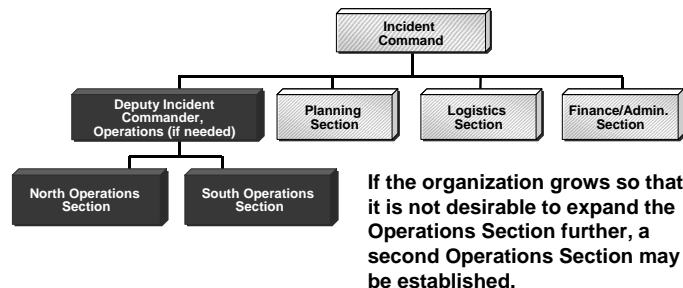
Visual Description: ICS Organizational Options (With “Add a Second Ops or Log Section” highlighted)

Key Points

While not common, it is possible to establish a second Operations or Logistics Section within a single incident. This situation may arise when the incident is operating under Unified Command; however, Unified Command is not a requirement.



Adding an Operations Section



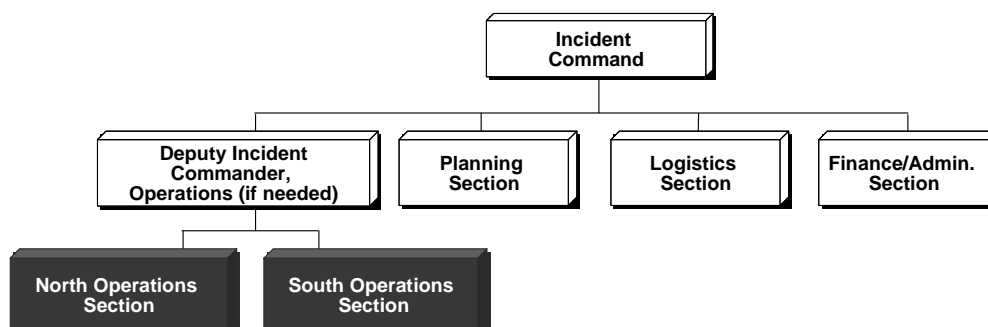
Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.33

Visual Description: Adding an Operations Section

Key Points

If the organization grows so that it is not desirable to expand the Operations Section further, a second Operations Section may be established. As illustrated on the visual, the Operations Section could be split in a North Operations Section and a South Operations Section.



Caption: This illustrated model is used for a major incident in which the sheer volume of resources required means that the Operations Section cannot be further expanded without exceeding ICS span of control guidelines and it is not possible to establish separate incidents. Examples of situations where two Operations Sections may be established include:

- Earthquakes, hurricanes, tornadoes, and floods covering several political jurisdictions.
- Major wildland fire that continues to expand.
- Major spill in a waterway.



Adding Operations Section: Considerations

- Ensure that Command and General Staffs can support the expansion.
- Ensure adequate Incident Action Planning.
- Ensure adequate logistics support.
- Establish the second Operations Section at the beginning of an operational period.
- Ensure that all incident supervisory personnel are aware of the expanded organization.
- Add a Deputy Incident Commander for Operations, if necessary.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.34

Visual Description: Adding Operations Section: Considerations

Key Points

The considerations for adding an Operations Section include:

- Ensure that Command and General Staffs can support the expansion.
- Ensure adequate Incident Action Planning.
- Ensure adequate logistics support.
- Establish the second Operations Section at the beginning of an operational period.
- Ensure that all incident supervisory personnel are aware of the expanded organization.
- Add a Deputy Incident Commander for Operations, if necessary.

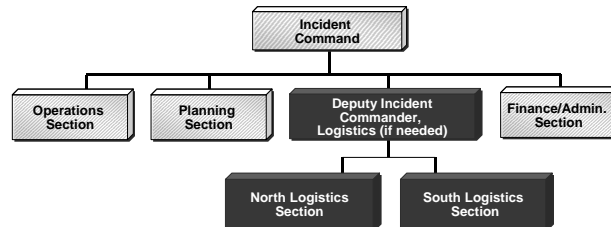
The Deputy Incident Commander for Operations:

- Has the responsibility to ensure that all aspects of the original and the additional Operations Section are fully coordinated with each other and with other Sections.
- Is normally collocated with the Incident Commander at the Incident Command Post.

Separate Staging Areas are established to support each Operations Section.



Adding a Logistics Section



If an incident is so geographically dispersed that it is not feasible for the incident base to support the incident logistical needs, it may be necessary to establish another Logistics Section.

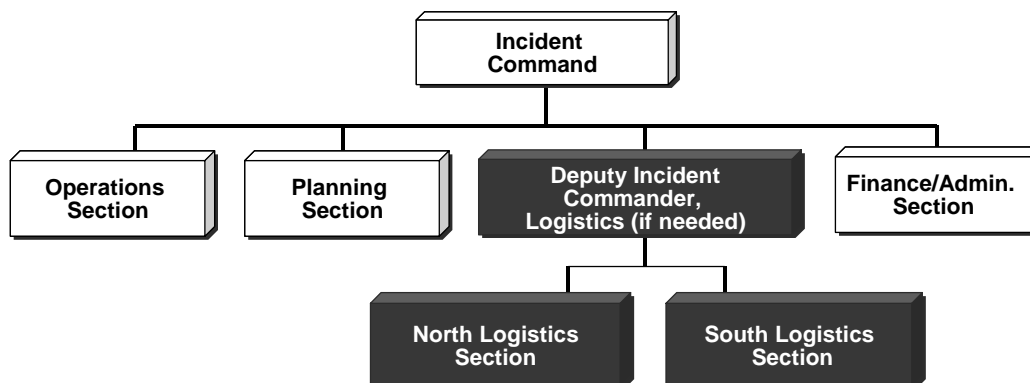
Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.35

Visual Description: Adding a Logistics Section

Key Points

If an incident is so geographically dispersed that it is not feasible for the incident base to support the incident logistical needs, it may be necessary to establish another Logistics Section.



Caption: North and South Logistics Sections reporting to a Deputy Incident Commander for Logistics.



Adding Logistics Section: Considerations

- Ensure that Command and General Staffs can support the expansion.
- Ensure adequate Incident Action Planning.
- Establish the second Logistics Section at the beginning of an operational period.
- Ensure that all incident supervisory personnel are aware of the expanded organization.
- Add a Deputy Incident Commander for Logistics, if necessary.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.36

Visual Description: Adding Logistics Section: Considerations

Key Points

The considerations for adding a Logistics Section include:

- Ensure that Command and General Staffs can support the expansion.
- Ensure adequate Incident Action Planning.
- Establish the second Logistics Section at the beginning of an operational period.
- Ensure that all incident supervisory personnel are aware of the expanded organization.
- Add a Deputy Incident Commander for Logistics, if necessary.

Note the following key points:

- Similar to the example with the Operations Section, a Deputy Incident Commander for Logistics could be added to the command structure if necessary to ensure coordination of the two Logistics efforts.
- The Deputy Incident Commanders for Logistics would normally function from the Incident Command Post, while the two Logistics Section Chiefs could operate from separate Incident Bases. The Deputy Incident Commander would ensure that all necessary coordination was taking place between the two Logistics Sections.
- An Incident Base for each Logistics Section could be established. Also, additional camps supported by that Base could be established.

Topic

Activity

**Activity: Major/Complex Incident****Instructions:**

- Working in teams, review the scenario on the next visuals. As a team, answer the following questions:
 - What are the incident objectives/priorities?
 - How will the organization be structured? (Draw the major components.) Will Single or Unified Command be used?
 - How will the Operations Section be set up? Should it be functional or geographic, or both? (Draw the Operations Section.)
 - What incident facilities will be activated?
 - How will Incident Action Planning be done?
 - What are the top three management challenges you would face and how would you address them?
- Choose a spokesperson. Be prepared to present your organizational charts to the class in 60 minutes.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.37

Visual Description: Activity: Major/Complex Incidents

Key Points

1. Working in teams, review the scenario on the next visual. As a team, answer the following questions:
 - What are the incident objectives/priorities?
 - How will the organization be structured? (Draw the major components.) Will Single or Unified Command be used?
 - How will the Operations Section be set up? Should it be functional or geographic, or both? (Draw the Operations Section.)
 - What incident facilities will be activated?
 - How will Incident Action Planning be done?
 - What are the top three management challenges you would face and how would you address them?
2. Choose a spokesperson.
3. Be prepared to present your organizational charts to the class in 60 minutes.

Topic

Activity

**Activity: The Expanding Incident**

Scenario: A major portion of the county has been affected by sudden severe weather. Three incidents are reported within a 10-square-mile area. Initially, each of these was designated as an individual incident and resources were separately assigned to each by separate response groups.

- **Incident A:** Damage to a hospital requiring evacuation, search and rescue, and relocation of 50 persons.
- **Incident B:** Fire and possible hazmat situation at a commercial chemical storage facility. Rumors are spreading that this incident may be a criminal act.
- **Incident C:** Partial collapse of a roof in an open supermarket. Persons trapped and injured inside. Numerous volunteers are rushing to the scene to help.

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.38

Visual Description: Activity: Incident Types

Key Points

Jot down notes during the activity discussion.

Topic

Summary



Summary

Are you now able to:

- List the principal factors often found in or related to major and/or complex incidents/events?
- List the four expansion options for incident/event organization and describe the conditions under which they would be applied?
- Apply the various options related to major or complex incident management?

Unit 3:
Major and/or Complex Incident/Event Management

Visual 3.39

Visual Description: Summary

Key Points

Are you now able to:

- List the principal factors often found in or related to major and/or complex incidents/events?
- List the four expansion options for incident/event organization and describe the conditions under which they would be applied?
- Apply the various options related to major or complex incident management?

The next unit presents information about Area Command. Note that Area Command can be used when there are a number of incidents in the same general area, and often of the same kind.